

MEMORANDUM FOR: NSCIC Intelligence Panel

SUBJECT: Proposed Guidance from NSCIC to the DCI

1. The DCI's recent report to the President and PFIAB described one of the major problems facing the Intelligence Community in these terms:

" . . . We must improve communications between the policymaker and the Community. The problem of obtaining improved guidance from policy and planning levels is far from solved, despite the progress described earlier in this report. Additional emphasis has to be put on the need for policymakers to take the Intelligence Community into their confidence when they are formulating plans so that intelligence assets can be brought to bear in time to be effective."

2. In seeking to make progress on this chronic problem, the DCI looks for guidance to the NSCIC, which in the President's memorandum of 5 November 1971, is to:

a. "Give direction and guidance on national substantive intelligence needs," and

b. "Provide a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer."

3. To accomplish these goals, a number of proposals have been set out below. Essentially, they are designed to inform us how the NSCIC can be better served by the Intelligence

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Community, and to provide the DCI, as the Head of the Community with appropriate guidance to do so.

4. These proposals are exploratory and advanced with the understanding that they can be modified or discarded.

I. MAJOR POLICY GUIDELINES DOCUMENT

In this proposal the NSCIC would prepare a document describing the major policy lines the NSC intends to pursue during the next year in each major region of the world. The document would also define the major missing information pieces in effect, these would be the areas in which the Intelligence Community would concentrate its efforts to assist top policy and decision makers. This guidance would go far to assist the Community in establishing priority requirements and tailoring production emphases. The timing of this publication to be negotiated to have maximum impact on KIQs and other IC policy publications.

II. SPECIFIC PROPOSALS TO NSCIC FOR GUIDANCE

One of the persisting myths abroad in the consumer world is the belief that the Intelligence Community can collect anything. This proposal envisages going to the NSCIC with

seven copies, for example, Soviet Military Capabilities/Inten-
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In briefing the subject, the essential point to be made would be that the West has a fairly good appreciation of Soviet military capabilities, but has a long distance to go to estimate with assurance Soviet military intentions. At this point, recommended changes in staffing patterns abroad, estimates of funding required to improve our position, and other recommendations could be raised for NSCIC endorsement.

Other topics, e.g., Narcotics Suppression, Terrorism, could be raised. In these briefings, the cost to the IC of pursuing these activities could be described, and endorsement of priorities (or recommendations for changed emphasis to other fields), could be solicited.

III. CRITICAL REVIEW OF PRESENT INTELLIGENCE PUBLICATIONS

This is a program for continuing evaluation of intelligence products by consumers. It would involve the identification and critique, at least once a quarter, of a specific product or series of products in terms of responsiveness to the consumer. We would envisage this as a serious and wide-ranging evaluation by the consumers. In the case of each product or family of products, topics to be addressed would include:

A. GENERAL - PRODUCTION

Are substantive papers now dealing with the proper issues, that is, matters of compelling interest to the

consumers? Are major areas of interest being overlooked?

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Are they covering subject matter in sufficient depth?

Too much depth, including minor issues? Enough or too much analysis? Are they too long? Too short? Just right? Are they clearly written? Are they objective? Are the products timely? Can a consumer obtain a response in a reasonable time?

B. TYPE - PRODUCTION

We are concerned here with types of production, e.g., current intelligence, economic intelligence, NIEs/NIAMs, etc.

Are the families of papers serving the consumer? For example, do the current intelligence-type publications serve the consumer adequately? Are there too many? Not enough? Are they deficient in any way? How is the mix as between current and estimative intelligence; should there be more (or less) of either? Similar tests could be applied to economic, military, basic, and other substantive publications.

In the estimative area, in addition to the general questions above, we would seek guidance on such questions as whether there should be more SNIEs, i.e., a "faster service," as opposed to regularly scheduled NIEs, whether the NIEs should be more reportorial than estimative.

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Evaluation and critique of current production would also be designed to elicit guidance on whether new kinds of products are desired by consumers.

D. OTHER CONSIDERATIONS

1. To the degree possible, evaluation of production would seek guidance as to emphasis. For example, should Latin American production be emphasized or downplayed? Should emphasis on narcotics, terrorism, economic, and other types of intelligence be shifted? Should emphasis on biographic production be increased?
 2. Can the IC improve its responsiveness by structural changes? For example, would it be useful to place an IC person in the Secretary of State/Defense office for early response to high level needs? By adding a small Intelligence Community element to the National Security Council staff?
 3. Another avenue to obtain guidance for the DCI would be NSCIC critique of basic DCI documents, such as Perspectives for Intelligence, the National Foreign Intelligence Program recommendations, and National Plans, e.g., SIGINT.

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As per agreement with General Wilson,
here for your personal use is the draft
Proposed Guidance from NSCIC to the DCI,
prepared for the 10 March Intelligence Panel
meeting.

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